Approved For Release 2008/01/22 : CIA-RDP86B00885R000100030094-0

MEMORANDUM FOR:

Executive Director

FROM:

EA/DDCI

Chuck,

Since the attached was a little confusing, I asked Harry to clarify. He was just as confused, noting that this "talk" never took place. At any rate, would you tuck this into whatever you are coming up with for suggestions for the Grace Commission's (President's Private Sector Survey on Cost Control in the Federal Government) efforts to save money.

thany

Attachment: ER 83-2996

Date 15 June 1983

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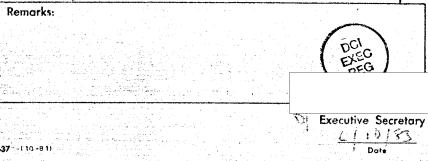


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9 June 1983

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM:

Director of Central Intelligence

SUBJECT:

Elimination of Inefficiency, Waste and Abuse

Harry Fitzwater dropped in for a talk last evening and brought this memo to crystalize some of the things that came out in our conversation. I leave it to your discretion as to how to follow up and send it along for additional ideas, particularly looking for outside expertise where appropriate, to other members in the Community.

William J. Casey

Attachment: DDA 83-0451/4

cc: Executive Director

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83-2997

9 June 1983

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Central Intelligence

SUBJECT:

Elimination of Inefficiency, Waste and Abuse

l. Thanks for your response on inefficiency, waste and abuse. As John McMahon probably told you, I want to know that we have examined all elements of the Agency to look for economies, efficiencies, and operations which can be scaled down or eliminated as a result of changing priorities so that we have submitted ourselves to a process as rigorous as that which the Presidential Commission chaired by Peter Grace, made up of business volunteers, has applied to other elements of the government. I would like to see that we have tapped the Grace group for free expertise and experience wherever in the process of our examination it appears it would be safe and profitable to do so.

2. I still think the travel approval may be too loosely and freely given. I understand the security requirements and the special needs of various components requiring approval of either the DDCI or the Executive Director would not, it appears to me, cut across these considerations.

William J. Casey



DDA 83-0451/4

31 MAY 1983

MEMORANDUM FOR: Director of Central Intelligence

VIA:

Deputy Director of Central Intelligence

Executive Director

FROM:

Harry E. Fitzwater

Deputy Director for Administration

SUBJECT:

Elimination of Inefficiency, Waste, and Abuse

REFERENCE:

Memo to DDA from DCI, dtd 19 May 83, same Subject

- 1. I agree with your thoughts that there are many other areas where we can exert our efforts to eliminate inefficiencies, waste, and abuse. We will continue our efforts in these areas and furnish you with periodic reports.
- 2. With regard to the controls on expenditures for printing, film, and publications products which you mentioned in reference, we insist that all printing/photographic requirements levied on the Printing and Photography Division (P&PD), Office of Logistics, be submitted via formal requisitions. These requisitions must bear the signatures of specific individuals, designated in writing, who are authorized to requisition printing and reproduction services. Each requisition is reviewed by P&PD as to its validity and as to the most cost effective method of processing the requirement. If P&PD questions the validity of the requirement, it is brought to the attention of serior management in the concerned component for resolution. In the areas of photographic/visual aid services, if the requirement is questioned by P&PD specific approval is required by an Area Division Chief or an Office Director. In addition to these controls for routine services, we perform a number of printing and photographic tasks which require approval of specific Agency officials, i.e., all unique requests for stationery for administrative use require the approval of my Executive Officer, requests involving micrographic equipment and services require the specific approval of the Agency Micrographic Officer, etc.
- 3. You should be aware that the consolidation of our printing and photographic operation has only been in existence since 1975. Prior to that time, the Agency had three separate printing operations. Since the consolidation, P&PD has decreased by 37 positions while production has steadily



increased both in volume and complexity. You should also be aware that we have recently assigned responsibility to P&PD to conduct the Agency Television Equipment Management Program which will serve to eliminate duplication of effort in this area, make more effective use of our existing equipment, and streamline maintenance contracts.

- 4. The centralization of travel approvals, mentioned in reference, is very difficult to adapt to this Agency. The need for compartmentation and the "need-to-know" principle dictate against centralization in this area. Further, each of the four Directorates has its own unique requirements and missions closely relating to travel which make it difficult to administer travel on a centralized basis. We, nevertheless, are all guided by the same regulatory issuances which limit the number of Agency officials who may authorize travel and which are rather stringent in the performance of travel regarding scheduling, routing, allowable fares, etc. In addition, there are two Agency components which provide centralized travel services, i.e., the Central Processing Branch assists employees with their travel arrangements, and the Central Travel Branch processes their travel accountings.
- 5. Please advise if I can provide you with any additional information on the above topics.

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Harry E/ Fitzwater